



# Smart Raleigh

The City of Raleigh's Smart City Strategy



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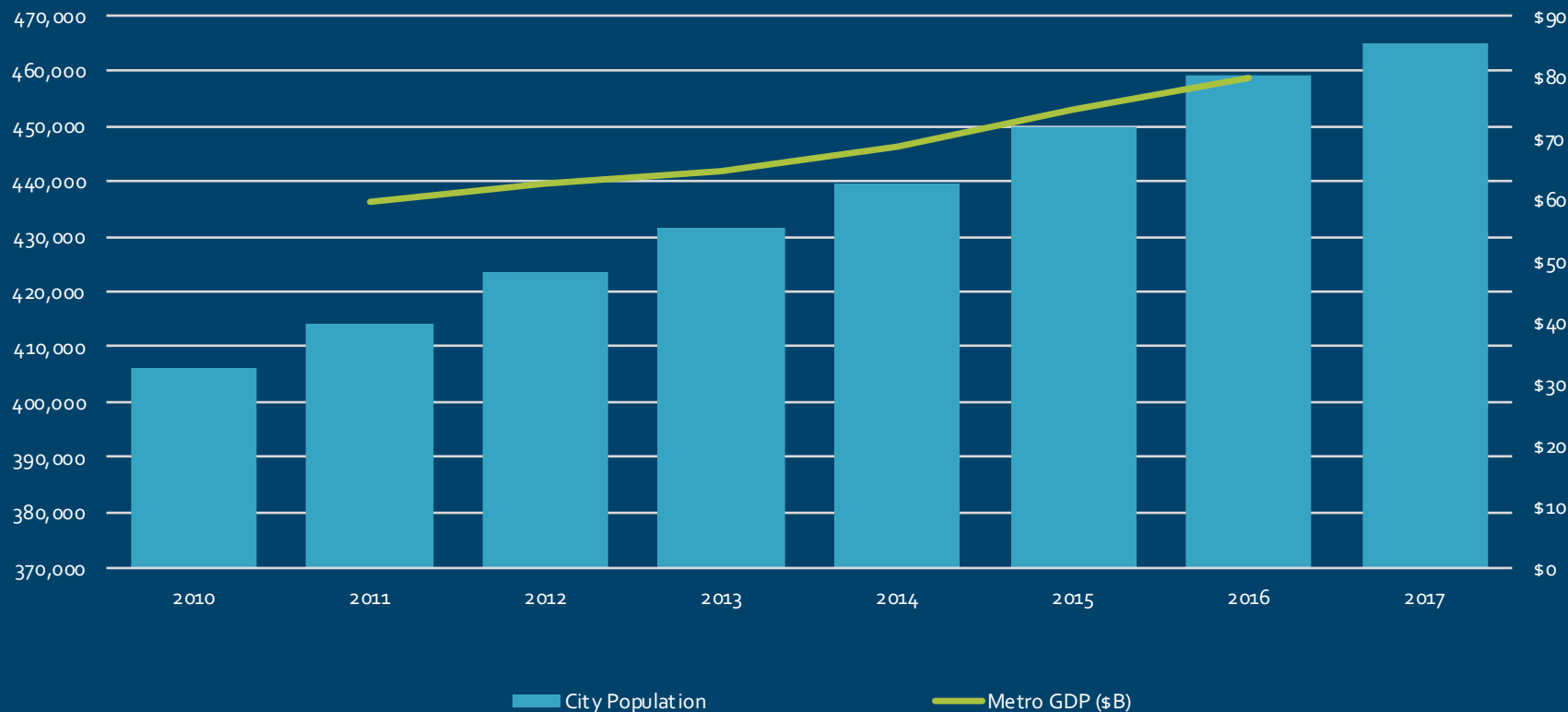


What We Learned



# The City of Raleigh's Unique Strengths and Challenges

# Raleigh is a Vibrant, Growing City



# With Growth Comes Challenges



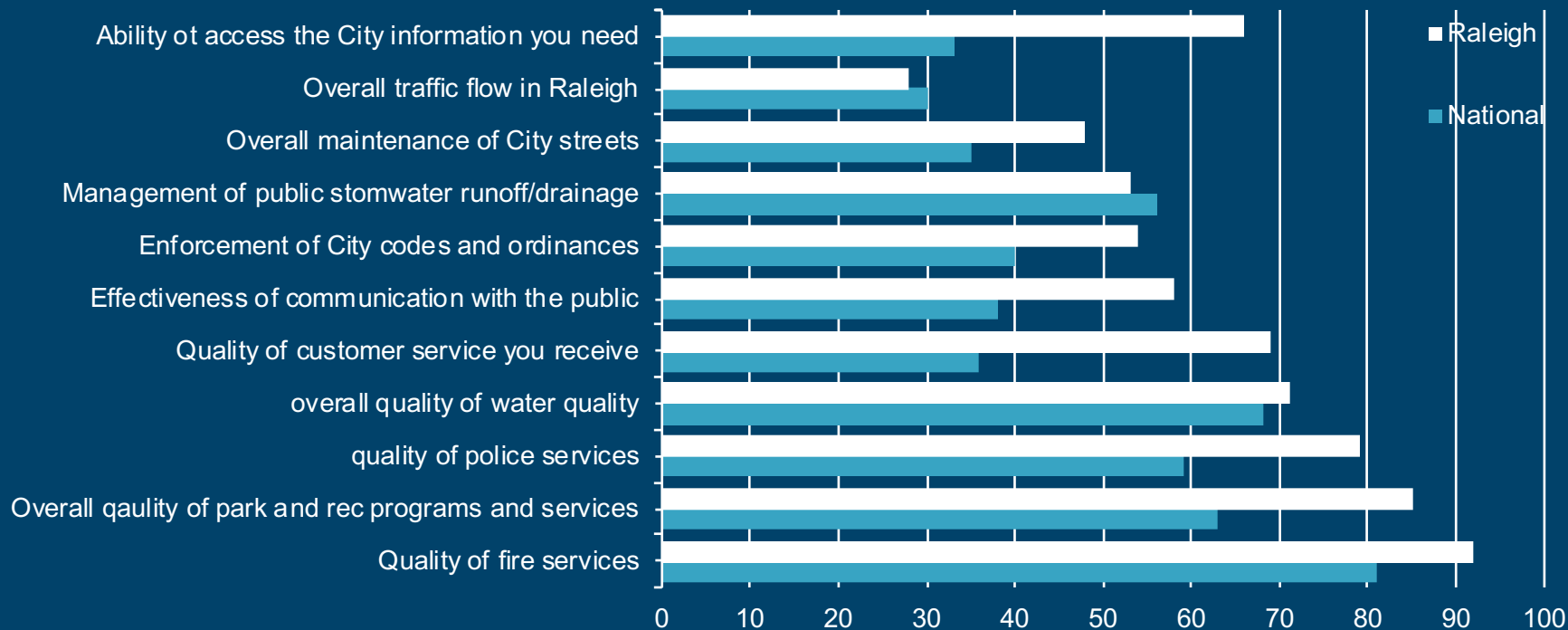
## Growth

- **Businesses and jobs**
  - 50 companies have expanded in Raleigh in 2017
  - Employment continues to grow.
- **Population:**
  - 63 people into Wake County each day
  - Raleigh is the 2<sup>nd</sup> hottest real-estate market in the U.S. in 2018 (Zillow)
- **Attractiveness**
  - High Creative Vitality Index
  - High ratings in 2017 Citizen Survey

## Challenges

- **Rising Housing Costs**
  - Housing costs have increased 35% for rentals
- **Need for new infrastructure, schools, city services**
- **Increased traffic congestion**
  - Commute times rose from 2017 compared to 2016; the evening peak congestion increased 49%. (TomTom)

# Overall, Residents Are Highly Satisfied with City of Raleigh's Performance



# Raleigh is Addressing Issues with City's First-Ever Strategic Plan



## Arts & Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

**Objectives: 2 Initiatives: 6**



## Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

**Objectives: 4 Initiatives: 12**



## Growth & Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

**Objectives: 4 Initiatives: 12**



## Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

**Objectives: 4 Initiatives: 15**



## Safe, Vibrant & Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

**Objectives: 4 Initiatives: 11**



## Transportation & Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles and transit that is linked to regional municipalities, rail, and air hubs.

**Objectives: 4 Initiatives: 11**

# The Newly Created IT Strategy Supports City Strategic Plan

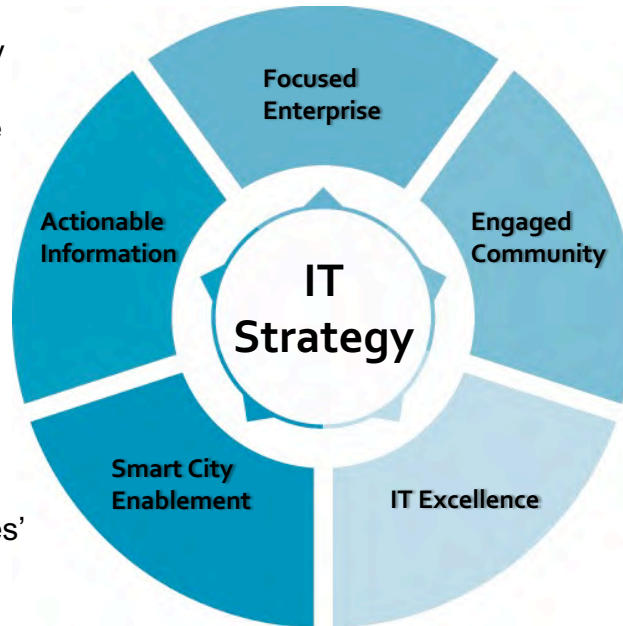


## Actionable Information

Provide citizens, leadership, and city employees across departments with information in the right format, at the right time, and at the right level of detail to support decisions

## Smart City Enablement

Providing technology leadership to integrate and orchestrate Smart Cities' Systems of Systems securely, seamlessly, and efficiently



## Focused Enterprise

Increase efficiency and automation through enabling technology, engagement, and clarity of demand and measurement of services

## Engaged Community

Collaborate with and engage citizens, employees, customers, and partners to improve and optimize service delivery across the City

## IT Excellence

Create, deploy, operate, and evolve technology capabilities to enable the enterprise while optimizing the return on technology





# How Did the City Come Up With The Smart City Strategy?

# The City Conducted a Comprehensive Assessment to Develop the Strategy



- Benchmark survey
- Round Table interviews



- Meetings with Ecosystem Partners and Community



- Evaluation with advisory firm using industry benchmark

## 204

Employee survey responses

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**15** Suppliers & **3** Non-Profits

**4** state agencies

**1** RCAC Meeting

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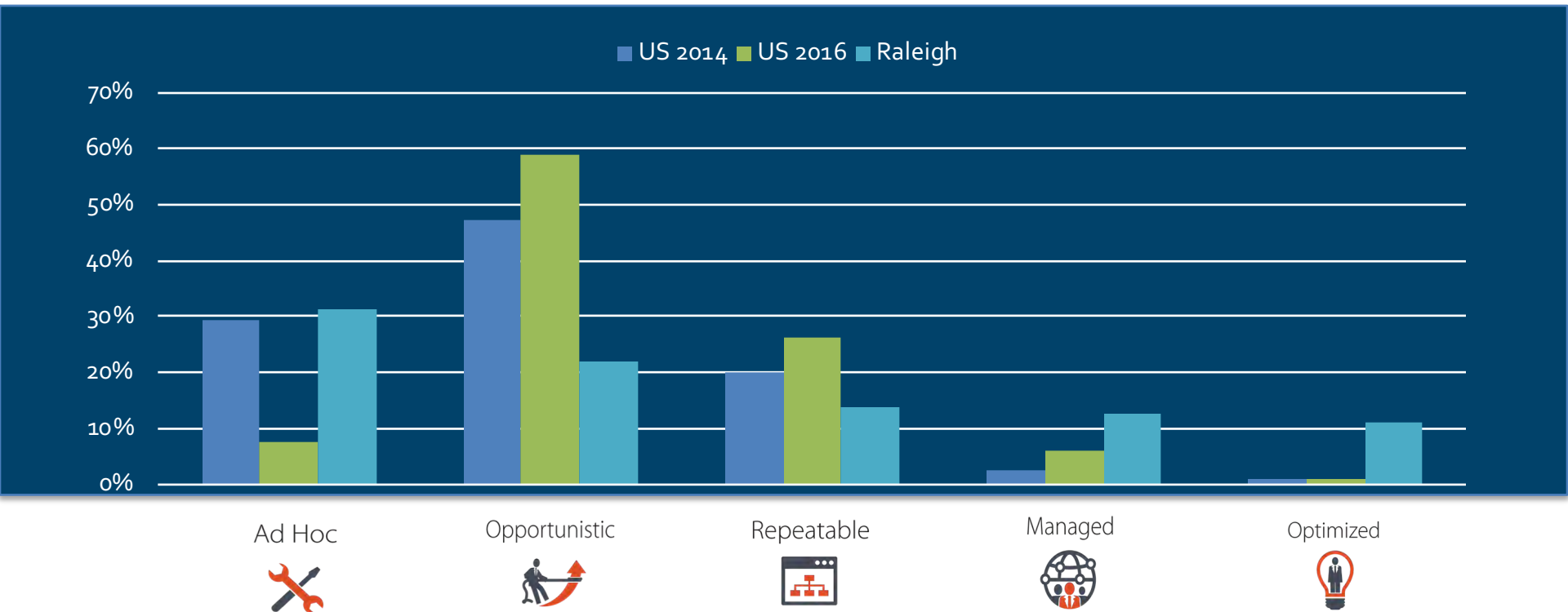
## 19

Evaluation parameters



# What We Learned

# Assessment Results



# Five Need Areas Emerged Across Community Members and City Employees





# What Does “Smart City” Mean to the City of Raleigh?



# Introducing **Smart Raleigh**

**Smart Raleigh:** Where technology innovation meets city strategy. Smart Raleigh is a city-wide initiative focused on specific projects and areas in which technology can play a transformative role.

**Smart Raleigh Vision:** To be a world class leader in technology-driven, urban transformation for the residents and businesses of the City.

**Smart Raleigh Mission:** To meet city and community goals using technology and data to improve the quality of life for all.

# Smart Raleigh is focused on Five Strategic Priorities



Help Manage the City's Economic Growth



Provide A Superior Customer Experience



Improve and Expand Community Engagement



Improve Data Sharing and Data Use



Formalize Smart City Operations and Partnerships



## Raleigh's Smart City Strategy Is Coordinated with The City Plan and IT Strategy



# Implementation: Aligning Smart Raleigh strategic priorities with the City's Strategic Plan



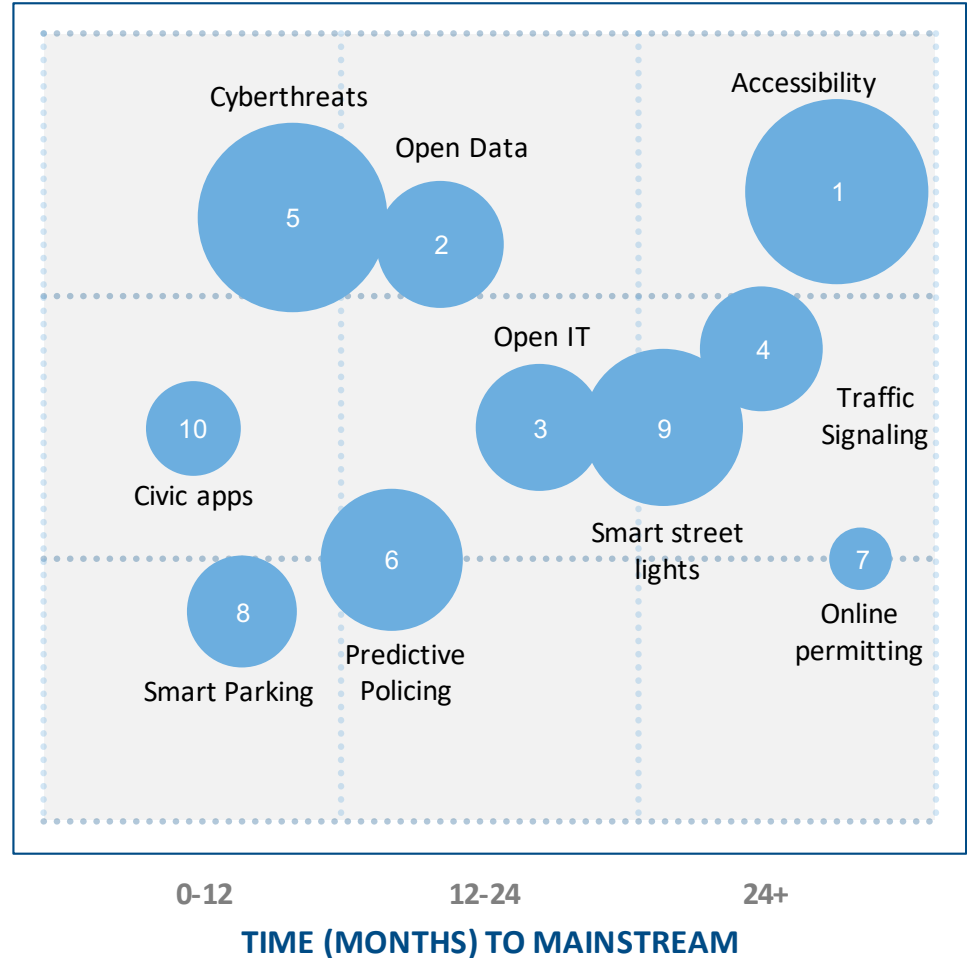
- Ongoing or future projects will be identified, scored, and prioritized through the IRMC intake process
- Scoring criteria includes alignment with City's Strategic Initiatives



# These Projects Have Varying Timelines, Budgets and Resources Required

## ORGANIZATIONAL IMPACT

A single department or a business unit  
Multiple departments or business units  
City-wide



For illustration purposes only – Actual Project identification is currently in progress



# The Organizational Plan

# Two Key Goals to Implement Plan and Drive Outcomes



1. Formalize Smart City internal operations

**Step 1: Create a formal Smart City Steering Committee**

2. Formalize key partnerships with suppliers and other government and academic organizations

**Step 1: Identify key partners**

**Step 2: Identify and approve projects and develop implementation plans (funding, staffing, milestones, deliverables)**

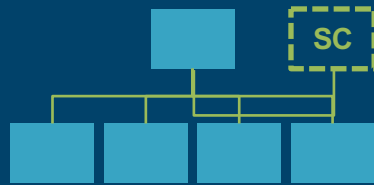


- **Smart Raleigh Steering Committee**
  - Made up of representatives from most City departments
  - Led by City CIO
  - Meet on a six-month cycle to review and, if necessary, refresh the Smart Raleigh strategic plan
  - Monthly team calls to brief and update on progress in implementing plan and around specific projects
  - Each project will have its own meeting schedule and distinct timeline

# Evolve Smart City Capabilities and Embed Tech Innovation in All Departments



## Creation of a Smart Cities Team

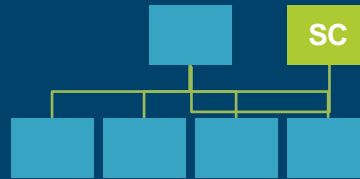


### Formalizing Roles

Defining Vision, Mission, Objectives, Projects

Establish Priorities for City with Stakeholders

## IT Department Enabling Technology Innovation

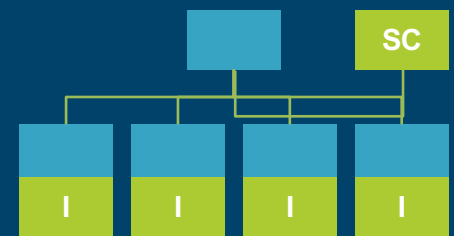


### Formal authority to drive project implementations

Recognized internal consultants

Governance, Policies

## Embedded Innovation



### Accelerating Transformation

Ongoing Implementations

Processes developed for idea generation, compliance, continuous improvements

INFORMATION TECHNOLOGY



Thank You

